



THE LITERACY GROUP

Annual Members' Meeting 2025/2026



Thursday,
June 25, 2026
6:00 pm

United Way Waterloo Region Communities
50 Sportsworld Crossing Rd, Unit 220



AGENDA

The Literacy Group of Waterloo Region Annual Members' Meeting

Thursday, June 25, 2026, 6:00 pm

United Way Waterloo Region Communities

50 Sportsworld Crossing Rd, Unit 220, Kitchener

1. **Call to Order, Quorum** - Meghan Hovey
2. **Declarations of Conflict of Interest** - Meghan Hovey
3. **Approval of the Agenda** - Meghan Hovey
4. **Approval of the 2025 Annual Members' Minutes** - Kristina Ashfield-Pelletier
5. **Annual Reports**
 - a) Chair - Meghan Hovey
 - b) Executive Director - Chris Prosser
 - c) Fundraising - Chris Prosser
 - d) Treasurer - Rick Shanahan
6. **Approval of the Financial Statement and Auditor's Report for 2025- 2026 Fiscal** - Rick Shanahan
7. **Appointment of Auditors for 2026-2027 Fiscal** - Chris Prosser & Rick Shanahan
8. **Election of the 2026-2028 Directors** - Meghan Hovey

Slated Candidate(s) (previously appointed by the Board)

Brenda Robinson
Cassandra Jackson

Second Term Candidates (first term ended in 2026):

Kristina Ashfield-Pelletier

Mid-Term Directors:

Diana Elkin
Meghan Hovey
Rick Shanahan

Retiring Directors

Rahul Desai
Siddarth Rajopadhyay

Newly Appointed

Jennifer L. Gaweda



MINUTES of Annual Members' Meeting

The Literacy Group of Waterloo Region

6:30 pm, Thursday, June 16, 2025

50 Sportsworld Drive, Unit 220, Kitchener, ON

Online Only

Present: Margot McCurry (Chair), Rick Shanahan (Treasurer), April Souwand (Secretary), Rahul Desai, Meghan Hovey, Ariel Wyse, Siddarth Rajopadhyay, Diana Elkin

Regrets: Jack Rehder (Vice-Chair), Kristina Pelletier

Staff: Chris Prosser (Executive Director), Joyce Baker (Admin Assistant, Kitchener), Sue Damon (Program Coordinator - Kitchener), Stuart Oakley (Volunteer and Outreach Coordinator)

1. Call to Order, Quorum

Margot McCurry called the meeting to order at 6:30 pm and confirmed quorum.

2. Conflict of Interest Declarations - NIL

3. Agenda Approval

Moved by: Diana Elkin; Seconded by: Rick Shanahan
To approve the Agenda as proposed.
CARRIED

4. Approval of the June 10, 2024 AMM Minutes - April Souwand

Moved by: Rahul Desai; Seconded by: Margot McCurry
To approve the June 10, 2024 Annual Members' Meeting minutes.
CARRIED

5. Annual Reports

a) Chair

Margot McCurry presented the Chair's report which was in the Annual Members' Meeting agenda package. She highlighted that 2024 was the 25th year of TLG and the gala which was held to celebrate this milestone.



b) **Executive Director**

Chris Prosser presented the Executive Director's report, also in the Annual Members' Meeting agenda package. He mentioned the continual growth that TLG has seen year over year.

c) **Fundraising**

Chris Prosser gave the Fundraising Committee's report, in the agenda package.

d) **Treasurer**

Rick Shanahan presented the year end fiscal statement, which has been finalized by the auditor.

6. Approval of the Financial Statement and Auditor's Report for 2024-2025 Fiscal Year

Rick Shanahan presented the Financial Statement and Auditor's Report for the 2024-2025 fiscal year. He particularly recognized the volunteers that do the Bingos, which is a strong source of additional revenue.

Moved by: Rahul Desai; Seconded by: Diana Elkin
To approve the 2024-2025 Financial Statement and Auditor's Report
CARRIED

7. Vote to appoint the Auditors for 2025-2026 Fiscal

Moved by: Rick Shanahan; Seconded by: Siddarth Rajopadhyay
To appoint Curtis-Villar as the auditors for the 2025-2026 Fiscal Year
CARRIED

8. Election of the 2025 - 2027 Directors

Moved by: Margot McCurry; Seconded by: Rahul Desai

To approve Slated Candidates: Kristina Pelletier and Siddarth Rajopadhyay
and Second Term Candidates: Meghan Hovey and Rick Shanahan.
CARRIED

It was noted that Diana Elkin and Rahul Desai are mid-term (2024-2026). Jack Rehder, who also mid-term, has submitted his resignation. Retiring directors include: Margot McCurry, April Souwand, Ariel Wyse and Graham Fischer.

9. Adjournment

Rick Shanahan moved the meeting be closed. Adjourned at 6:44 pm.



Chair's Report

FOR FISCAL YEAR 2025-26

The Literacy Group of Waterloo Region (TLG) continues to demonstrate the power of literacy to transform lives, strengthen communities, and create opportunities. As the organization reflects on its 26th year of service, there is much to celebrate and even more to look forward to.

Throughout the year, TLG remained committed to delivering accessible, learner-centered literacy and essential skills programming that empowers individuals to achieve their personal, educational, and employment goals. The organization's ability to adapt to the evolving needs of learners while maintaining a high standard of service is a testament to the dedication and expertise of its staff and volunteers.

The Board of Directors extends its sincere appreciation to the many organizations, government partners, community groups, foundations, and individual donors whose ongoing support makes this work possible. Their investment in literacy creates a lasting impact for learners and contributes to a stronger, more inclusive community. We also recognize the commitment and leadership demonstrated by TLG's staff, volunteers, and fellow directors throughout the year. Their collective efforts ensure the organization remains focused on its mission while continuing to grow, innovate, and respond to emerging community needs.

As TLG looks ahead, the organization remains well positioned to build on its strong foundation and continue expanding its impact. Guided by a clear mission and supported by a passionate community of partners and supporters, TLG will continue creating pathways to learning, confidence, and opportunity for those it serves.

On behalf of the Board of Directors, thank you to everyone who contributes to the success of The Literacy Group of Waterloo Region. Together, meaningful change continues to be created through the power of literacy.

Respectfully submitted,

Meghan Hovey
Chair



Executive Director's Report

FOR FISCAL YEAR 2025-26

A Year of Impact and Community

As I reflect on the past year, I am filled with gratitude, pride, and optimism for the future of The Literacy Group of Waterloo Region. This year has been one of growth, resilience, and meaningful impact. Together, we have advanced our mission, strengthened our programs, and supported the individuals and communities we serve.

Our annual results demonstrate exceptional success, with both the Cambridge and Kitchener sites surpassing all performance targets and achieving historically high levels of learner progress. These achievements reflect not only the increasing demand for our services but also the quality of our programming and the dedication of our learners. We are particularly proud to support a diverse and inclusive learner population, with nearly 50% of learners identifying as a visible minority, 70% identifying as female, and 80% currently unemployed.

Every achievement highlighted in this report is the result of a collective effort. Our dedicated staff, volunteers, board members, partners, donors, and community supporters have worked together to ensure our organization remains responsive, innovative, and focused on creating positive change.

This year also brought several exciting new initiatives that will continue into the future. Through funding from the Waterloo Region Community Foundation, our Building Knowledge Within Shelters project is helping shelter users develop skills identified through a community needs assessment. With support from TMMC, we are embracing innovative technology, including AI, to develop resources for our new employment program, Launch Point. We also completed the development of Leading with Literacy, a foundational leadership skills program that is ready to launch in the coming year.

Like many organizations, we faced challenges related to increasing demand and rising service delivery costs. However, these challenges also created opportunities to adapt, innovate, and strengthen our impact. By embracing new ideas and maintaining our commitment to excellence, we have continued to expand services, build partnerships, and enhance the support we provide.

Most importantly, our impact is measured through the people we serve. Every learner has a story of growth, achievement, confidence, and possibility. Whether helping individuals gain new skills, achieve personal goals, connect with resources, or build brighter futures, our work continues to make a meaningful difference. These outcomes are strengthened by the partnerships we have cultivated and the new collaborations that continue to emerge throughout our community.



Together, we have accomplished a great deal this year. Together, we will continue to create opportunities, strengthen our community, and inspire positive change for years to come.

Respectfully submitted,

Chris Prosser
Executive Director

Fundraising Committee Chair's Report

FOR FISCAL YEAR 2025-26

Sweat and Chocolate

The Literacy Group was pleased to host two successful fundraising events this year, made possible through the generosity and support of our community.

During the holiday season, TLG held its third annual Reading with Reid's Chocolate Fundraiser. Despite rising chocolate prices, supporters embraced the expanded selection of delicious treats, helping us achieve more than \$6,000 in sales. The continued success of this event demonstrates the incredible commitment of our community to literacy and lifelong learning.

We were also excited to introduce a new event in 2025: Spin into Spring. Hosted by the generous team at Cyclone Spin Studio and led by our Director, Cassandra Jackson, this energetic event brought community members together in support of our mission and raised over \$1,300 for our programs.

Whether you purchased a festive treat, joined us for a spin class, or supported our fundraising efforts in another way, we extend our heartfelt thanks. Every donation helps create opportunities for learners and strengthens our ability to respond to emerging community needs.

Each year, we are humbled by the generosity of our donors. Whether contributions come from long-time supporters, first-time donors, or anonymous friends of The Literacy Group, every gift makes a meaningful difference. These unrestricted funds are especially valuable, allowing us to support individuals who may not qualify for programs funded through restricted grants and ensuring that no learner is left behind.

We would also like to recognize the dedicated volunteers who generously contribute their time and energy to our fundraising efforts. Their commitment



plays an essential role in the success of our events. In particular, we would like to acknowledge staff member Stuart Oakley, whose countless hours of planning, coordination, and event management have been instrumental to our fundraising success. Many of these achievements would not have been possible without his dedication and hard work.

To everyone who donated, volunteered, attended an event, or helped spread the word—thank you. Your support is helping build stronger futures through literacy, one learner at a time.

Respectfully submitted,

Chris Prosser
Executive Director

Treasurer's Report

FOR FISCAL YEAR 2025-2026

I am reporting on the financial statements for The Literacy Group of Waterloo Region for the fiscal year ending March 31, 2026 as issued by the organization's management and approved by their external auditors. As with prior years, once again during this fiscal year I reviewed their monthly reports and made inquiries as needed in regards to the financial controls and systems that are in place to ensure that all receipts and disbursements are accurately reported and are consistent with our objectives and budget.

The statements show total revenues to be 13% lower than last year (\$554,291 vs \$638,570), which reflects fewer additional programs undertaken during the period, and, as a result, annual expenses have decreased accordingly (by 12 % percent). Nonetheless, basic programs have continued as they have done in the past, with most experiencing more activity than prior years as the community continues to grow.

The result of this year's annual operations is a net overall surplus of revenue over expenditures of \$26,005, compared to last year's amount of \$39,586. Net Assets have increased as a result to \$207,247 from \$189,926, which is net of the adjustment for amortization and Interfund transfer as shown on the Statement of Changes in Assets (page 5 and Notes 7 and 8). It should also be noted that the organization has received funds (\$ 66,487) that are designated for programs to be run in fiscal 2026-27 as indicated in Note 9.

Respectfully submitted,

Rick Shanahan
Treasurer





INDEPENDENT AUDITOR'S REPORT

To the Members of The Literacy Group of Waterloo Region

Opinion

We have audited the financial statements of The Literacy Group of Waterloo Region (the organization), which comprise the statement of financial position as at March 31, 2026, and the statements of revenue and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2026, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the organization in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

(continues)

Independent Auditor's Report to the Members of The Literacy Group of Waterloo Region *(continued)*

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Fergus, Ontario
June 3, 2026

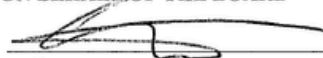

Curtis - Villar LLP

CURTIS-VILLAR LLP
Chartered Professional Accountants
Licensed Public Accountants

THE LITERACY GROUP OF WATERLOO REGION
Statement of Financial Position
As at March 31, 2026

	2026	2025
ASSETS		
CURRENT		
Cash-unrestricted	\$ 142,899	\$ 73,645
Cash-restricted (Note 3)	10,918	12,737
Term deposit (Note 4)	106,624	104,922
Accounts receivable (Note 5)	5,316	3,491
Prepaid expenditures (Note 6)	10,420	4,086
	<u>276,177</u>	<u>198,881</u>
PROPERTY, PLANT AND EQUIPMENT (Note 7)	20,384	20,498
	<u>\$ 296,561</u>	<u>\$ 219,379</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	\$ 22,827	\$ 26,113
DEFERRED REVENUE (Note 9)	66,487	3,340
	<u>89,314</u>	<u>29,453</u>
NET ASSETS		
General Fund (unrestricted) (Note 1)	186,862	169,428
Capital Asset Fund (internally restricted) (Note 1)	20,385	20,498
	<u>207,247</u>	<u>189,926</u>
	<u>\$ 296,561</u>	<u>\$ 219,379</u>

ON BEHALF OF THE BOARD

 Director
 Director

THE LITERACY GROUP OF WATERLOO REGION
Statement of Revenue and Expenditures
For the Year Ended March 31, 2026

	Ministry of Labour, Immigration, Training and Skills Development - Kitchener 2026 <i>(Externally restricted)</i>	Ministry of Labour, Immigration, Training and Skills Development - Cambridge 2026 <i>(Externally restricted)</i>	Lottery Fund 2026 <i>(Externally restricted)</i>	General Fund 2026 <i>(Unrestricted)</i>	Total 2026	Total 2025
REVENUE						
Grants <i>(Note 10)</i>	\$ 271,060	\$ 135,765	\$ -	\$ 10,400	\$ 417,225	\$ 418,697
Fees for Service Programs	-	-	-	-	-	60,306
United Way <i>(Note 10)</i>	-	-	-	25,000	25,000	42,000
Fundraising	-	-	67,933	5,715	73,648	60,295
Other income <i>(Note 10)</i>	-	-	-	14,650	14,650	37,020
Sponsorships	-	-	-	-	-	10,660
Donations	-	-	-	20,428	20,428	7,774
Management fees	-	-	-	-	-	1,818
Book sales	-	-	-	3,340	3,340	-
	<u>271,060</u>	<u>135,765</u>	<u>67,933</u>	<u>79,533</u>	<u>554,291</u>	<u>638,570</u>
EXPENDITURES						
Salaries and benefits	198,707	87,833	63,148	54,330	404,018	410,670
Rent, maintenance and utilities	38,217	24,114	590	-	62,921	60,674
Office and general <i>(Note 11)</i>	8,727	6,038	1,547	7,288	23,600	23,242
Training	6,500	2,800	-	-	9,300	9,300
Telephone	5,227	2,858	-	-	8,085	7,848
Professional fees	3,873	3,873	-	-	7,746	6,946
Fundraising expenditures	-	-	515	3,972	4,487	10,087
Project administration fee	-	-	-	3,271	3,271	23,126
Resources	745	463	1,829	-	3,037	42,158
Travel	-	-	304	687	991	46
Professional development and memberships	-	-	-	830	830	1,702
Honorariums	-	-	-	-	-	2,250
Amortization <i>(Note 7)</i>	-	-	-	-	-	935
	<u>261,996</u>	<u>127,979</u>	<u>67,933</u>	<u>70,378</u>	<u>528,286</u>	<u>598,984</u>
EXCESS OF REVENUE OVER EXPENDITURES	<u>\$ 9,064</u>	<u>\$ 7,786</u>	<u>\$ -</u>	<u>\$ 9,155</u>	<u>\$ 26,005</u>	<u>\$ 39,586</u>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements

Board Members 2025 - 2026

Meghan Hovey, Chair

Rick Shanahan, Treasurer

Kristina Ashfield-Pelletier, Secretary

Brenda Robinson

Cassandra Jackson

Diana Elkin

Rahul Desai

Siddarth Rajopadhyay

Newly Appointed

Jennifer L. Gaweda

Slated Candidates

Brenda Robinson

Cassandra Jackson

Second Term Candidates

Kristina Ashfield Pelletier

Mid-Term Directors

Diana Elkin

Megan Hovey

Rick Shanahan

Retiring Directors

Rahul Desai

Siddarth Rajopadhyay

New Board Biographies

Brenda Robinson

Brenda Robinson has been a volunteer tutor for 4 years. She brings a wealth of life experience, both professionally and personally to the directors' position. Though retired, her profession life was spent supporting people with developmental disabilities. Her management experience includes the development and management of budgets, along with educating and monitoring staff, ensuring they followed the objectives and values of the organization. Through her work with Opening New Doors, a provincial initiative to help people integrate into the community after living in institutions, she coordinated a group of several Self-advocates to write a successful Trillium grant. Her experience working as coordinator with the Self-Advocates' Council of Community Living Ontario reinforced her belief that the people we support need to be a part of the self-determination of the vision and future of their governing bodies.

During volunteer positions she has had experience in setting underlying Goals and Values for organizations, developing specific goals and actions plans, with measurable milestones and implementing and celebrating those milestones. She has collaborated with group members to develop and write position papers to advise the Region with regards to accessibility issues as a member of the Grand River Accessibility Advisory Committee. She was co-chair of the committee for several years, setting agendas, leading meetings and working with staff to support the organization. Within this role, she also attended Kitchener City Council meetings virtually to speak on accessibility issues.

Cassandra Jackson

Cassandra Jackson brings a strong background in operations, client success, and community-focused service to the Board of Directors. With experience leading teams, improving organizational processes, and supporting businesses across Canada, she is passionate about creating accessible pathways for growth and opportunity.

Most recently, Cassandra worked with helping organizations navigate government funding programs. Her previous roles in compliance leadership and client support have strengthened her skills in communication, problem-solving, and building systems that help people succeed. Cassandra holds a Bachelor of Arts in Psychology from Carleton University, with a minor in Neuroscience and Mental Health. She is committed to supporting initiatives that empower individuals, strengthen communities, and expand access to learning.

Jennifer L. Gaweda

Jenn is a member of the Board of Directors for The Literacy Group in Waterloo and brings over 15 years of experience in secondary education. Her teaching qualifications include English, Senior Social Sciences, Family Studies, Religious Education, and a specialist designation in Indigenous Education. She also holds additional qualifications in teaching Multilingual Language Learners (MLLs). Currently, Jenn serves as a Curriculum Consultant with the Halton Catholic District School Board (HCDSB), where she provides leadership in Indigenous Education (K-12), Secondary Literacy (Grades 9-12), and oversees the Ontario Secondary School Literacy Test (OSSLT). She is committed to advancing equitable, inclusive, and literacy-focused learning opportunities for all students. Drawing on her extensive experience in education and literacy leadership, Jenn's role on the Board of Directors for The Literacy Group allows her to continue supporting and strengthening literacy initiatives within the community, helping learners of all ages develop the skills and confidence needed to succeed.